

Comptroller

NOV 9 1954

Chief, Management Staff

Finance Division Work Measurement System

Document No. 883  
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☒ DECLASSIFIED  
Class. CHANGED TO: TS S C  
Auth: DPM REG. 77/1-200  
Date: 21 Feb 78 By: 022

1. PROBLEM:

At the request of the Deputy Comptroller a project was undertaken by the Management Staff to provide a system for measurement of the work of the Finance Division as an aid in manpower utilization, supervision, operation, and budget development.

2. FACTS BEARING ON THE PROBLEM:

For the purposes of this project, the only pertinent fact is that practically all of the work of the Division involves the handling of papers or forms and is susceptible to measurement to some degree.

3. DISCUSSION:

- a. General. A work measurement system involves the identification of work units, a procedure for counting them, and a report of the time spent doing the work. The objective of such a system is the establishment of standards for each unit in terms of man hours per unit. In work measurement there is a point beyond which the effort involved in relating time to work units is not worth the value received and therefore there is unmeasured time. However, while this unmeasured time cannot reasonably be related to specific work units, it can be classified and totalled as time spent on supervision, filing, typing, etc., and such information will have a definite value.

A system is in operation in the Finance Division and in one area has been in effect for 8 months. A copy of the Finance Division Operating Procedure (FDOP#7-1), installing this system is enclosed as Tab A.

- b. Scope. The work measurement system has been installed in the Operations and Liaison Branch (except for the [redacted] Payroll and Travel Branch, Accounts Branch, Industrial Contract Audit Branch, and the [redacted] is not yet included under the system due to a large backlog which makes it impossible to use a work measurement system to establish standards. For security reasons it was decided at the beginning of the project that any like system for the Monetary Branch or the Proprietary Accounts Branch would be installed internally by Finance Division personnel.

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- c. Work Units. Attached as Tab B is a discussion of the work units established for each organizational element.
- d. Unmeasured Time. The unmeasured time consists of the time of employees spent on supervision, clerical support, filing, preparing dispatches, etc. Tab C indicates the various types of unmeasured time reported by each element of the Division.
- e. Reports. When the project was started, each element of the Division was preparing weekly reports and to the extent possible the work measurement system provides for the use of this data. In order to systematically compile work measurement data, the following forms were designed and placed in use:

<u>Form</u>	<u>Prepared By</u>	<u>Submitted To</u>
Daily Work Record (#33-97)	Section	Branch*
Monthly Work Measurement Summary (#33-97A)	Branch	Division

\*Form 33-97, when prepared by the [REDACTED] is submitted to the Assistant Chief of the Division.

Sample copies of these forms are attached under Tab D.

- f. Standards. Attached as Tab E is a statement of tentative standards established for Finance Division work units. These tentative standards in many cases were set on the basis of very short periods and should be frequently re-evaluated until more complete information is available. Normally new standards will be established twice a year, in January and July.
- g. Use of the System. Obviously, experience with the system over a reasonable period of time is required in order to derive the full benefit offered by sound standards for the various work units. Unmeasured time must be related to measured time so that eventually a pattern will emerge that will indicate the ratio of measured time to unmeasured time. When a stable ratio of measured time to unmeasured time is developed, it will be possible to make a reliable estimate of the total manpower required for a known Finance Division workload.
- h. CONCLUSIONS:
  - a. A sufficient portion of the Finance Division manpower, 46%, is subject to direct measurement to justify the work involved in maintaining the system. This percentage applies to that portion of Finance Division manpower falling within the scope of the system (see 3b above).
  - b. The system should be followed for at least a full year before standards are considered to be firm.

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5. RECOMMENDATIONS:

- a. It is recommended that the system as installed in Finance Division be approved.
- b. It is recommended that the system be installed in the Monetary and Proprietary Accounts Branches as soon as possible.
- c. It is recommended that the system be installed in the [REDACTED] of the O&L Branch as soon as the backlog is reduced sufficiently to permit a normal operation.
- d. It is recommended that the system be installed in the Fiscal Division since that Division has an operation even more readily susceptible to work measurement than is the Finance Division operation. (Subject to prior commitments, the Management Staff will undertake to assist with this project.)

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ATTACHMENTS:

Tab A - Work Measurement Operating Procedure  
Tab B - Work Units  
Tab C - Unmeasured Time  
Tab D - Work Measurement Forms  
Tab E - Work Unit Standards

ACTION BY APPROVING AUTHORITY:

APPROVED: -

7 December 1954

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Signature Comptroller

MS/PDA:ee (3 November 1954)

\* With the understanding that consideration will be given to using govt standards, as applied to other agencies, in the Fiscal Division. This was discussed with Management Staff representatives at a meeting in my office. R.H.F.

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SUBJECT: Work Measurement System

I. PURPOSE

The purpose of this procedure is to prescribe the method of operating and reporting the Finance Division work measurement system.

II. GENERAL

A. All time in all branches of the Division, except the Proprietary and Monetary Branches, will be accounted for on the Daily Work Record (Form No. 33-97). A count of work units will be maintained in relation to all measured time. The Monthly Report Form (Form No. 33-97A) will be compiled by each Branch from the daily record forms and submitted to the Division Chief.

B. Measured time is time related directly to established work units. Unmeasured time is time being accounted for but for which there are no work units.

III. DAILY WORK RECORD

- A. The maintenance of Daily Work Records will be the responsibility of each Section Chief and will be on a monthly basis. One copy only will be made.
- B. The organizational element, period covered, and column headings will be entered on the first of each month. The manhours (to the nearest quarter of an hour) and work units will be entered daily. Work unit names should be indicated in the columns for all measured time. The two blank columns may be used for additional measured or unmeasured time as needed. Totals and estimates of work units on hand should be entered after completion of the sheet. The estimate should be made effective following the completion of the month's work.
- C. The unmeasured time column is to include all unmeasured time not specifically covered in another column. The Leave column should include all types of leave. The Overtime column should include all overtime. Overtime will also be included under the other columns as appropriate.
- D. This completed form will be submitted to the Branch Chief (Deputy Division Chief for the [REDACTED])

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- D. This completed form will be submitted to the Branch Chief (Deputy Division Chief for the [REDACTED])

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C O N F I D E N T I A L

16 August 1954

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- E. The monthly rate for each work unit will be computed in the Branch Office. The method will be to divide the total manhours by the total work units carried to the closest thousandth (three decimal places). This figure will be noted and circled in red just above the monthly totals at the bottom of the sheet. For Staff Agent and staff employee payroll units, totals will be for four week periods.

#### IV. SETTING STANDARD RATES

- A. Standard rates will be established twice yearly. They will be based on the previous twelve monthly rates (July through June and January through December).
- B. These monthly rates will be listed in descending order with the lowest (best) at the top and highest at the bottom. The standard rate for the following six months will be the point for which one quarter of the values appear above and three quarters of the values appear below. Extremely erratic values for monthly rates may be ignored. Except where values are ignored, the standard rate will be the mid-point between the third and fourth monthly rate from the top (best).

#### V. MONTHLY WORK MEASUREMENT SUMMARY

- A. The monthly work measurement summary will be the responsibility of each Branch Chief (Deputy Division Chief for [REDACTED]). The form will be completed and submitted to the Division Chief by the tenth of the month following the month covered by the report.
- B. The top section of the form is for measured time and the bottom section for unmeasured time.
- C. Completion of the top section will be made as follows:
1. The names of all branch work units will be listed in the first column.
  2. The reporting period will be one month in all cases except for the staff employee and staff agent work units. Their period is four weeks.
  3. The value of the actual work units completed for that period is taken from the appropriate Daily Work Record.
  4. The standard manhours per work unit is determined as indicated in Paragraph IV, above. This value is the standard rate.
  5. The standard manhours are determined by multiplying the actual work units by the standard from the fourth column. This value should be taken to the nearest hour.

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(CORRECTED)

6. The actual manhours are taken from the Daily Work Record. This figure should be recorded on the monthly sheet to the nearest hour.
  7. The Per cent Performance, to the nearest per cent, is determined by dividing the standard manhours by the actual manhours.
  8. The estimated work units on hand at the end of the reporting period are taken from the bottom line on the Daily Work Record.
  9. The change from the previous month is an indication, plus (+) or minus (-), and amount that the value in the eighth column varies from the same column one month before.
  10. The manhours, to the nearest hour, required to complete the work units on hand are obtained by multiplying the estimated number of work units from the eighth column by the standard rate from the fourth column.
- D. Completion of the bottom section will be made as follows:
1. The names of all sections and the branch office are listed under the organizational sub-element column.
  2. The reporting period will be one month in all cases.
  3. The headings for the blank columns will be completed from the Branch Daily Work Record forms. All columns will be filled in from the unmeasured totals from these forms. All values will be to the nearest hour.
  4. The bottom line will show totals for all unmeasured time.
- E. The Monthly Work Measurement Summary form should be typed in two copies for the Division Chief, one copy for the Branch Chief, and one copy for each Section concerned.

#### VI. ANALYSIS

The summary sheets for each month should be analyzed carefully by each supervisor. This analysis should cover performance in relation to past and proposed workload, staffing, backlog, overtime, improved methods, and budget changes.



Chief, Finance Division

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Finance Division Unmeasured Time

1. Operations and Liaison Branch - Unmeasured time in this Branch is classed as certifying officer time, clerical time, or general unmeasured time. The Office of the Chief of the Branch records all of its time as supervisory, clerical, or general unmeasured.

2. Payroll and Travel Branch - In the [REDACTED] only time not directly connected with the payrolling operation is classed as unmeasured. There is no breakdown of this time and it is carried as general unmeasured time.

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[REDACTED] records four specific types of unmeasured time as follows: time spent on unused tickets, time spent preparing dispatches, time spent filing, and clerical time. All other unmeasured time is carried as general unmeasured time.

The Office of the Chief of the Branch records all of its time as supervisory, clerical, or general unmeasured.

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3. Accounts Branch - The [REDACTED] records specific unmeasured time as supervisory, consultation time, preparing monthly reports, or property reconciliations. Other unmeasured time is carried as general unmeasured time.

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The [REDACTED] records specific unmeasured time as filing time, analysis time, or the preparation of statements. There is also some general unmeasured time.

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The [REDACTED] records all unmeasured time as either analysis time or general unmeasured time.

The Office of the Chief of the Branch records all of its time as either clerical or supervisory.

4. Industrial Contract Audit Branch - The desk audit group of this Branch classes unmeasured time as either reports and correspondence time or general unmeasured time. The field audit group breaks unmeasured time into report time, travel time, review and revision time, or general unmeasured time. The immediate Office of the Chief of the Branch has no work units and all of its time is classed as clerical, field audit typing, supervisory, or general unmeasured time.

5. [REDACTED] - All unmeasured time is classed as filing, preparing material for Records Center, locating material, re-routing and carrying mail, or general unmeasured.

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Finance Division Unmeasured Time

1. Operations and Liaison Branch - Unmeasured time in this Branch is classed as certifying officer time, clerical time, or general unmeasured time. The Office of the Chief of the Branch records all of its time as supervisory, clerical, or general unmeasured.
2. Payroll and Travel Branch - [REDACTED] only time not directly connected with the payrolling operation is classed as unmeasured. There is no breakdown of this time and it is carried as general unmeasured time.

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[REDACTED] records four specific types of unmeasured time as follows: time spent on unused tickets, time spent preparing dispatches, time spent filing, and clerical time. All other unmeasured time is carried as general unmeasured time.

The Office of the Chief of the Branch records all of its time as supervisory, clerical, or general unmeasured.

3. Accounts Branch - The [REDACTED] records specific unmeasured time as supervisory, consultation time, preparing monthly reports, or property reconciliations. Other unmeasured time is carried as general unmeasured time.

The [REDACTED] records specific unmeasured time as filing time, analysis time, or the preparation of statements. There is also some general unmeasured time.

The [REDACTED] records all unmeasured time as either analysis time or general unmeasured time.

The Office of the Chief of the Branch records all of its time as either clerical or supervisory.

4. Industrial Contract Audit Branch - The [REDACTED] Branch classes unmeasured time as either reports and correspondence time or general unmeasured time. [REDACTED] breaks unmeasured time into report time, travel time, review and revision time, or general unmeasured time. The immediate Office of the Chief of the Branch has no work units and all of its time is classed as clerical, field audit typing, supervisory, or general unmeasured time.

5. [REDACTED] All unmeasured time is classed as filing, preparing material for Records Center, locating material, re-routing and carrying mail, or general unmeasured.

6. Office of the Chief, Finance Division - All time is classed as Supervisory, clerical, or general unmeasured.
7. Unmeasured time for the Division as a whole falls into the following categories:

Certifying Officer Time  
Clerical Time  
Supervision  
Time on Unused Tickets  
Dispatch Preparation  
Filing  
Consultation Time  
Report Preparation  
Property Reconciliation

Analysis Time  
Preparation of Statements  
Travel Time  
Review & Revision Time  
Preparation of Records Center  
Material  
Locating Material  
Re-routing and Carrying Mail  
General Unmeasured

**TOTALS**

## MONTHLY WORK MEASUREMENT SUMMARY

ORGANIZATIONAL ELEMENT

DATE

WORK UNIT	REPORT- ING PERIOD	ACTUAL WU	STANDARD MH PER WU	STAND- ARD MH	ACTUAL MH	PERCENT PERFORM- ANCE	ESTIMATED WU ON HAND END OF PERIOD	CHANGE FROM PRIOR MONTH	MH REQUIRED TO COMPLETE WU ON HAND	
ORGANIZATIONAL SUB-ELEMENT	REPORT- ING PERIOD	UNMEAS- URED TIME	CLERICAL TIME	SUPER- VISORY TIME	FILING TIME				LEAVE	OVERTIME
<div style="display: flex; justify-content: space-between;"> <span>Approved For Release 2001/03/30 : CIA-RDP61-00274A000100150004-7</span> <span>TOTALS</span> </div>										



## Tentative Standards

<u>Branch</u>	<u>Work Unit</u>	<u>Standard</u> (MH per WU)	<u>Percent</u> <u>Performance</u> (Sept. '54)
Ops. & Liais.	Transaction (WR)	.025	87
Ops. & Liais.	Transaction (EE)	.025	77
Ops. & Liais.	Transaction (PE)	.052	68
Ops. & Liais.	Transaction (WE)	.055	71
Ops. & Liais.	Transaction (NEA)	.112	87
Pay. & Trav.	Transfer of Accounts (T/A)	.189	40
Pay. & Trav.	Advances and Clearances	.167	85
Pay. & Trav.	Transaction	.038	111
Pay. & Trav.	Employees Payrolled	.785	90
Accounts	Voucher Items	.033	94
Accounts	Machine Entries	.045	93
Accounts	Station Items	.200	51
Accounts	Transfer of Accounts (T/A)	.300	32
Accounts	Payable Documents Established	.034	56
Accounts	Obligations	.080	92
Accounts	Payable Documents Liquidated	.120	57
Accounts	Clearances	.130	90
Accounts	Inquiries	.147	62
Accounts	Adjustments (Acc'ts. Rec.)	.400	63
Accounts	Report Items	.100	92
Accounts	Adjustments (Rep. & Anal.)	.050	86
Accounts	Reconciliations	3.750	120
Ind. Contr. Aud.	Transaction	.012	84
Ind. Contr. Aud.	Field Audits	85.000*	98
Ind. Contr. Aud.	Field System Survey	33.000*	100
Ind. Contr. Aud.	Office Reviews	21.000*	100
Registry	Cables In	.093	88
Registry	Cables Out	.086	83
Registry	Dispatches In	.054	127
Registry	Dispatches Out	.051	94
Registry	Mail In	.028	67
Registry	Mail Out	.045	107
Registry	Contracts In	.079	126
Registry	Top Secret Out	.175	135

\* Standards based on records for one month only.

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Tab E

## Tentative Standards

<u>Branch</u>	<u>Work Unit</u>	<u>Standard</u> (MH per WU)	<u>Percent</u> <u>Performance</u> (Sept. '54)
Opers. & Liais.	Transaction (WH)	.025	87
Opers. & Liais.	Transaction (EM)	.025	77
Opers. & Liais.	Transaction (FE)	.052	68
Opers. & Liais.	Transaction (WE)	.055	71
Opers. & Liais.	Transaction (NEA)	.112	87
Pay. & Trav.	Transfer of Accounts (T/A)	.189	40
Pay. & Trav.	Advances and Clearances	.167	85
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Ind. Contr. Aud.	Transaction	.012	84
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Registry	Top Secret Out	.175	135

\* Standards based on records for one month only.



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Acting Management Officer

Asst. Management Officer, DE/A Area

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☒ DECLASSIFIED

Class. CHANGED TO: TS S C

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 21 Feb 78 By: OL

17 March 1954

Report on Work Measurement Study in the Finance Division for the Month Ending 17 March 1954.

1. This report is submitted to inform you of the past month's activities in the Finance Division. It is a supplement to our report on the above subject dated February 17, 1954.

2. Due to the very erratic results obtained in the [REDACTED] of the Payroll and Travel Branch we have instituted a more detailed system for measuring the section's production. The original method takes very little time to operate and is therefore still in operation as a backstop in the event this second plan also produces poor results. The newer method uses three separate work units and introduces the factor of unmeasured time. The main work unit is the individual transaction on the different types of vouchers. The use of this unit will automatically weight the vouchers so that more equitable credit may be given for vouchers audited. The advances and clearances processed are being considered together for a second work unit, the document. The third work unit is the individual "Transfer of Funds or Accounts" processed. This new method is in its second week of operation and preliminary results should be available by 1 April.

3. The [REDACTED] of the Payroll and Travel Branch is now in its third month of operation. The plan is operating smoothly and results at the end of the current month should present enough statistical information by which to develop a tentative standard.

4. A slight change has been made in recording information for the five audit sections of the Operations and Liaison Branch. The unmeasured time is now divided into three parts as follows: auditor's unmeasured time, certifying officer's time, and clerical time. The recording of measurable time has remained unchanged. No changes have been made in recording information from the [REDACTED]. The Branch is now in its second month of work measurement and while the results are somewhat erratic the operation of the plan is very smooth.

5. Work measurement in the Industrial Audit Branch has been instituted on a trial basis. In cooperation with the Branch Chief, the following work units were chosen: line items audited per day with manhours spent for that purpose, reports and correspondence manhours, and an unmeasured category to cover such miscellaneous

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duties as conference time, advisory time, etc. First results should be available by 24 March.

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6. [REDACTED] has adopted several procedural changes which should aid their operation. They are now in the fourth week of a work measurement plan. To start, a very detailed breakdown of work units was made using ten separate units with the idea of combining comparable units in the near future. These units are: Incoming TS documents, Outgoing TS documents, Incoming Cables, Outgoing Cables, Incoming Dispatches, Outgoing Dispatches, Incoming Contracts, Outgoing Contracts, Incoming Routine Mail, and Outgoing Routine Mail. By next month several of these units will be combined and within several months information should be available with which to set standards.

7. Enclosed is a temporary form with blank headings which has been used during the past two months for collecting daily statistics. At the present time we are taking off the monthly information from these blank forms but we intend to develop an additional form for the reporting of monthly totals and averages. When the monthly report is developed, the enclosed blank form will be used within the reporting element for the purpose of collecting the information to be reported monthly.

It will probably be possible to replace the enclosed blank form with a form that has at least some printed column headings.

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Enclosure

Temporary Form

MIS/WM:ee (17 March 1954)

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